

73-7869

DTR-9-93

21 November 1973

MEMORANDUM

SUBJECT: Foreign Affairs Executive Seminar

1. Most Agency employees who have been around these halls for five years or more have been exposed to their share of "training" exercises, seminars, executive development sessions, courses, and so forth. Of these, some are excellent, some fair, and some a waste of time. In my view, the Foreign Affairs Executive Seminar, which I attended this September as one of five Agency participants, is among the best. Despite the title, "foreign affairs" is only one aspect of the course, and the inclusion of domestic topics is one of the strengths of the seminar. The mix of people--military, State, USIA, CIA, AID and even HEW--with quite different backgrounds and job experiences is also a strong point. And the chance to read widely and to think without the daily pressures and responsibilities is a very welcome one for most.

2. The seminar has been fortunate in finding a number of provocative and knowledgeable speakers and has shown wisdom in structuring the sessions so that there is maximum time for questions and answers. In looking back at the sessions, I remember in particular:

--Dr. Marion Levy of Princeton, who questioned whether affluence, longevity and technological change really constituted an improvement over the Hobbsian times, when life was "nasty, brutish and short"

- Sidney Jones of Commerce, who gave the most lucid explanation I have heard as to why the US economy is in this lamentable state
- Dr. Max Lerner, who made the group ponder the opposing value systems at war in our society today
- Dr. Andre Hellegers of Georgetown, who wittily addressed the question of population and population control in philosophical as well as practical political terms
- Hon. George Lodge of Harvard, who made the group aware of the intricate and intimate connection between ideology and a nation's capacity to change
- Prof. Marshall Shulman of Columbia, who linked past and present in the Soviet Union in such a way that today's events came into clear focus
- Dr. Price Gittinger of the IBRD, who made us understand the links between wheat, soybeans, rising prices, climate, and foreign economic policy

And there were many other speakers who were equally good, touching on such diverse topics as women, racism, China, domestic politics, the press, foreign aid, NATO, international labor and business, and military issues.

3. The seminar has two other features I consider valuable: the regional seminars and the field trips. In the regional seminars, there is a chance for exchange among experts in a given area and a chance to pursue topics of special interest. In the European seminar, for example, we zeroed in on MBFR, CSCE, and the state of US-European relations. Our State Department man managed to persuade the Minister of the French Embassy, Francois de la Gorce, and Mr. Mitran, First Secretary of the Romanian Embassy,

to share their views with us. The field trips--to the Pentagon, the State Department, CIA and the Capitol--were also well planned and useful. The highlight for many was a spontaneous and fervent speech by Hubert Humphrey, who was in such rare good form that he could have won any election hands down that day.

4. Because I see the course as so valuable, particularly for a middle level officer who tends to get in a rut, I wonder if offices throughout the Agency should not be a bit more careful in the selection process. I suspect that information on this course is not widely disseminated in many offices, nor do these offices spend a great deal of time in choosing participants. Instead, the process is probably somewhat haphazard, and those who do go may have learned about FAES by word of mouth and then taken the initiative. "Training" in the broadest sense should be an integral part of career development for all Agency officers, and the FAES should be viewed in that light.

STATINTL

Deputy Chief, Western Europe Division  
Office of Current Intelligence

THE FOREIGN AFFAIRS EXECUTIVE SEMINAR  
FOREIGN SERVICE INSTITUTE



MARCH 5 - MARCH 23, 1973

**FOREIGN AFFAIRS EXECUTIVE SEMINAR**

**FACULTY AND STAFF**

Honorable Howard E. Haugerud, Chairman

Department of State

John F. Lippmann, Deputy Chairman

Agency for International Development

Colonel Ross E. Hamlin, USAF

Department of Defense

James H. McFarland, Jr.

Department of State



Central Intelligence Agency

Charles T. Vetter, Jr.

United States Information Agency

Nathaniel J. Davis, Librarian

Department of State

Mrs. Jayne L. Kohliska, Secretary to the Chairman  
Mrs. Sharon D. Appleman, Administrative Assistant  
Ms. Mary Z. Wilson, Secretary  
Miss Jean Byrnes, Secretary

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THIRD WEEK

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Lectures Unclassified Except Where Indicated

Otherwise (S) Secret or (C) Confidential

MONDAY January 21	TUESDAY January 22	WEDNESDAY January 23	THURSDAY January 24	FRIDAY January 25
<p><u>VISIT TO CIA</u> 9:30 - 10:30 Address (S): [REDACTED] Deputy Director for Operations</p> <p>11:00 - 12:00 REGIONAL SEMINAR Discussions with Intelligence Officers (S)</p> <p>STATINTL</p>	<p>9:00 - 11:00 <u>THE MIDDLE EAST CRISIS</u> Honorable John Badeau, Georgetown University</p> <p>11:15 - 12:00 REGIONAL SEMINAR</p>	<p>9:00 - 10:30 <u>LATIN AMERICA TODAY</u> James Nelson Goodsell, Correspondent, <u>The Christian Science Monitor</u></p> <p>10:45 - 12:00 REGIONAL SEMINAR</p>	<p>9:00 - 10:00 <u>SOVIET FOREIGN POLICY</u> Professor Robert Byrnes, University of Indiana</p> <p>10:15 - 11:30 PLENARY SESSION WITH SPEAKER</p>	<p>9:00 - 10:30 <u>CURRENT DEFENSE ISSUES (S)</u> General Fred C. Weyand, Vice Chief of Staff, U.S. Army</p> <p>10:45 - 12:15 REGIONAL SEMINAR <u>PRESENTATIONS</u></p>
LUNCH - LANGLEY	LUNCH/READING/FILM	LUNCH/READING	LUNCH/READING	LUNCH
<p>2:00 - 3:30 <u>THE USE OF INTELLIGENCE IN FOREIGN POLICY DECISION MAKING (S)</u> Dr. Ray Cline, Center for Strategic and International Studies, Georgetown University</p> <p>3:45 - 4:45 REGIONAL SEMINAR</p> <p>4:45 - 5:30 READING</p>	<p>2:00 - 3:30 <u>POLITICAL-MILITARY ISSUES (S)</u> Leon Sloss, Deputy Director, Bureau of Politico-Military Affairs, Department of State</p> <p>3:45 - 4:45 REGIONAL SEMINAR</p> <p>4:45 - 5:30 READING</p>	<p><u>ROLE OF THE CONGRESS</u> Senator Gale McGee Democrat, Wyoming</p>	<p>2:00 - 3:30</p> <p>3:45 - 5:30 Preparation of Seminar Reports</p>	<p>2:00 - 3:30 <u>CONCLUDING SPEAKER</u> Honorable Marshall Green, U.S. Ambassador to Australia</p> <p>3:30 - 4:00 <u>CONCLUSION OF SEMINAR:</u> Honorable Howard E. Haugerud <u>PRESENTATION OF CERTIFICATES</u></p>

**SECOND WEEK**

Lectures Unclassified Except Where Indicated

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Monday January 14	Tuesday January 15	Wednesday January 16	Thursday January 17	Friday January 18
<p>9:00 - 10:30 <u>GAINING SUPPORT FOR U.S. POLICY ABROAD</u> Wilson Dizard, Chief, Plans and Operational Policy Staff, USIA</p> <p>10:45 - 12:00 REGIONAL SEMINAR</p>	<p>9:00 - 10:30 <u>ROLE OF THE PRESS</u> Peter Lisagor, Chicago Daily News</p> <p>10:45 - 12:00 REGIONAL SEMINAR</p>	<p>9:00 - 10:30 <u>U.S. POLICY TOWARD CHINA (S)</u> Dr. Richard Solomon, National Security Council Staff</p> <p>10:45 - 12:00 REGIONAL SEMINAR</p>	<p>9:00 - 10:30 <u>THE ENERGY CRISIS</u> Michael M. Ameen, Jr. Vice President, Govern- ment Relations, Arabian- American Oil Co.</p> <p>10:45 - 12:00 REGIONAL SEMINAR</p>	<p>9:00 - 10:30 <u>SECURITY ASSISTANCE PROGRAMS (S)</u> Col. Peter Booth, USAF</p> <p>10:45 - 12:00 REGIONAL SEMINAR</p>
<p><u>LUNCH/READING</u> 2:00 - 3:30 <u>ROLE OF LABOR IN INTERNATIONAL AFFAIRS</u> Gus Tyler, Assistant President, International Ladies Garment Workers Union</p> <p>3:45 - 4:45 REGIONAL SEMINAR</p> <p>4:45 - 5:30 READING</p>	<p><u>LUNCH/READING/FILM</u> 2:00 - 3:30 <u>RACISM IN AMERICAN LIFE</u> Roger Wilkins, Editorial Department, The Washington Post</p> <p>3:45 - 4:45 REGIONAL SEMINAR</p> <p>4:45 - 5:30 READING</p>	<p><u>LUNCH/READING/FILM</u> 2:00 - 3:00 <u>TRENDS IN AMERICAN POLITICAL AND SOCIAL THOUGHT</u> Professor David Spitz, City University of New York</p> <p>3:15 - 4:30 PLENARY SESSION WITH SPEAKER</p> <p>4:45 - 5:30 READING</p>	<p><u>LUNCH/READING</u> 2:00 - 3:30 <u>VISIT TO THE DEPARTMENT OF STATE</u> 2:00 - 3:30 Regional Seminars with Deputy Assistant Secretaries (S)</p> <p>3:45 - 4:45 <u>RELATIONS WITH THE CONGRESS (C)</u> Kempton Jenkins, Deputy Assistant Secretary for Congressional Relations</p>	<p><u>LUNCH/READING</u> 2:00 - 3:30 <u>U.S. POLITICAL OUTLOOK</u> Richard M. Scammon, Director, Elections Research Center</p> <p>3:45 - 4:45 REGIONAL SEMINAR</p> <p>4:45 - 5:30 READING</p>

MONDAY January 7	TUESDAY January 8	WEDNESDAY January 9	THURSDAY January 10	FRIDAY January 11
<p>8:15 - 9:00 <u>REGISTRATION</u> 9:00 - 9:30 <u>WELCOME AND ANNOUNCEMENTS</u> Honorable Howard E. Haugerud, Chairman, FAES</p> <p>9:45 - 10:45 <u>THE MODERNIZATION PROCESS</u> Dr. Marion Levy, Princeton University</p> <p>11:00 - 12:00 <u>PLENARY SESSION WITH SPEAKER</u></p>	<p>9:00 - 10:30 <u>WORLD FOOD OUTLOOK</u> Dr. J. Price Gittinger, International Bank for Reconstruction and Development</p> <p>10:45 - 12:00 <u>REGIONAL SEMINAR</u></p>	<p>9:00 - 10:30 <u>NEW DIRECTIONS IN FOREIGN AID (C)</u> Honorable Maurice Williams, Deputy Administrator, AID</p> <p>10:45 - 12:00 <u>HISTORICAL PERSPECTIVE ON THE ARAB-ISRAELI CONFLICT</u> James Ludlow, Historical Office, Department of State</p>	<p>9:00 - 11:00 <u>STATE OF THE U.S. ECONOMY</u> Dr. Sidney Jones, Assistant Secretary for Economic Affairs, Department of Commerce</p> <p>11:15 - 12:00 <u>REGIONAL SEMINAR</u></p>	<p>9:00 - 10:15 <u>REGIONAL SEMINAR</u> 10:30 - 12:00 <u>ROLE OF WOMEN IN A CHANGING SOCIETY</u> Dr. Barbette Blackington, International Institute of Sex Identit</p>
<u>LUNCH/READING</u>	<u>LUNCH/READING/FILM</u>	<u>LUNCH/READING/FILM</u>	<u>LUNCH/READING/FILM</u>	<u>LUNCH - FORT MYER</u>
<p>2:00 - 2:30 Students meet with Agency Faculty Representatives</p> <p>2:45 - 4:45 <u>REGIONAL SEMINAR ORGANIZATION MEETINGS AND LIBRARY BRIEFINGS</u> 4:45 - 5:30 <u>READING</u></p>	<p>2:00 - 3:30 <u>NEW PERSPECTIVES ON DEVELOPMENT</u> Dr. Ernest Stern, International Bank for Reconstruction and Development</p> <p>3:45 - 4:45 <u>REGIONAL SEMINAR</u> 4:45 - 5:30 <u>READING</u></p>	<p>2:00 - 3:30 <u>U.S. INTERNATIONAL TRADE AND FINANCE POLICY (C)</u> John Renner, Deputy Assistant Secretary, Bureau of Economics and Business Affairs Dept. of State</p> <p>3:45 - 4:45 <u>REGIONAL SEMINAR</u> 4:45 - 5:30 <u>READING</u></p>	<p>2:00 - 3:30 <u>U.S. BUSINESS ABROAD</u> Walter A. Slowinski, Resident Partner, Baker &amp; McKenzie</p> <p>3:45 - 4:45 <u>REGIONAL SEMINAR</u> 4:45 - 5:30 <u>READING</u></p>	<p>2:00 - 3:15 <u>POPULATION</u> Dr. Andre Hellegers, Georgetown University Medical Center</p> <p>3:30 - 4:30 <u>PLENARY SESSION WITH SPEAKER</u> 4:45 - 5:30 <u>READING</u></p>

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## THE FOREIGN AFFAIRS EXECUTIVE SEMINAR

### SYLLABUS

This syllabus outlines the subject matter which may be covered in Seminar lectures, group discussions, readings, and briefings. It provides an organizational framework of the various aspects of problems considered in the Seminar to which the lecture schedule, the required reading, and recommended reading, the regional seminars, and the field visits are related.

SYLLABUS

I. UNITED STATES FOREIGN POLICY

A. U.S. Foreign Policy for the 1970's: General

Partnership and the Nixon Doctrine; America's strength and era of negotiation; a new definition of peace.

B. U.S. Foreign Policy: Political, Economic, Military

Role and responsibilities of the U.S. as a world power weighing national interest, political, economic, and strategic objectives, commitments, capabilities, priorities;

C. U.S. Foreign Policy Decision-Making

Problems of organization for policy direction; the policy process -- substantive considerations in policy formulation, coordination and implementation.

II. THE MODERNIZATION PROCESS

A. Modernization -- Concepts and Dynamics

Modernization as an historical process; problems in assessing non-Western transitional societies by Western criteria and interests; interrelationships, discontinuities, and feedbacks among elements in modernization process; adapting or developing institutions for modernization.

B. Social Change in Transitional Societies

Effects of conflicting social factors on behavior, attitudes, value systems, motivations; interaction of social, political and economic change as it affects balance and pace of development; building social institutions for modernization requirements.

C. Aspects of Political Development

Political culture and political development; national identity, capability, legitimacy and broadened participation as critical problems; political organization, parties, leadership, dynamic; role of communication and education; relation to economic and social modernization;

D. Economic Development Strategies and Problems

Economic development and political instability; infrastructure and capital mobilization; role of public and private sector; economic planning; urban-industrial vs. rural-agricultural emphasis; the food/population problem; human resource development; trade and private investment; role of foreign assistance; international approaches versus bilateral.

E. Aspects of Military Modernization

U.S. military assistance and credit sales; relationship to Nixon Doctrine; U.S. supporting assistance; role of the military in modernization.

III. CURRENT DOMESTIC FORCES AFFECTING FOREIGN POLICY FORMULATION AND IMPLEMENTATION

A. Changing Role of Women

Effect of women's movement in the U.S. and abroad, implications of generational and other changes.

B. Racism

White and black racism; effect of racism on foreign policy; impact of black leaders on foreign policy.

C. Domestic Economy, Business and Labor

The new economic policy; the role of labor in foreign policy; the role of business in foreign policy; effect of tying foreign aid to U.S. markets.

D. U.S. Political Scene

Congressional limits on U.S. foreign policy; the effect abroad of different types of U.S. political personalities; impact abroad of U.S. election year; current developments.

E. The Press

Management of the press; the problem of "classification and release"; the power of the media in shaping U.S. opinion on foreign policy questions -- with reference to Vietnam and other major issues.

F. The Energy Crisis

Short run and long term considerations; current situation; efforts to overcome problem; projections for the future.

G. Ecology and Population

Effect of population pressures on development and foreign policy; food and agricultural resources and needs; international environment problems.

IV. PERSPECTIVES ON U.S. FOREIGN POLICY, PROBLEMS, AND STRATEGIES

A. U.S. Role in the Seventies

Weighing interests, priorities, and predictable consequences of alternative courses of action; consequences of resource commitment; contributions of third nations, regional and international organizations; multi-lateral approaches; U.S. capabilities and limitations; implications of the Nixon Doctrine; future priorities and requirements.

B. Changes in Soviet and Chinese Policies

USSR, Chinese, and other communist state objectives strategies, tactics, and capabilities; "client" states and regional involvement; U.S.-USSR-PRC changing relationships.

C. Other Foreign Policy Problems

The Middle East crisis; South Asia; Southeast Asia; U.S. and the third world; U.S. and Western Hemisphere problems; U.S.-Japan relations; Africa; commitments vs. U.S. capabilities.

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THE FOREIGN AFFAIRS EXECUTIVE SEMINAR

I. OBJECTIVE

The objective of the interdepartmental Foreign Affairs Executive Seminar is to provide an advanced, short-term course on the current formulation, coordination, and execution of U.S. foreign policy to senior foreign affairs executives of U.S. government agencies serving either in the U.S. or abroad.

While the focus of the Seminar is on policy problems in foreign affairs in general, special emphasis is given in the course's regional seminars to a coordinated interagency approach to policy formulation and implementation in Washington and in the field.

In the process of the three week course, the Seminar gives special attention to the Nixon Doctrine, foreign economic and trade policies, domestic factors affecting U.S. foreign policy, and problems of modernization and development.

II. INSTRUCTION

The Seminar draws on the experience of recognized authorities both government and private, Seminar faculty, and the participating senior foreign affairs officials attending the Seminar to broaden the horizons of the participants by making each more aware of the roles and viewpoints of other agencies in foreign policy-making and execution.

The course is organized in such a way as to give primary attention to: (1) a description and analysis of present U.S. foreign policy--in particular at this point in time an elaboration of the Nixon Doctrine and foreign economic and trade policies; (2) the modernization process and problems of stability in both less developed and developed countries; (3) domestic factors affecting U.S. foreign policy formulation and execution; and (4) current foreign policy problems, strategies and perspectives including factors in the international area affecting the formulation and implementation of present U.S. foreign policy. Particular emphasis is

placed on the leadership role of the Department of State in foreign policy both in Washington and in the Missions abroad.

The Foreign Affairs Executive Seminar is inter-departmentally staffed and funded. It offers the only short-term interagency training course in which senior officers of U.S. agencies are convened to be informed on, and to exchange ideas on, the factors affecting U.S. foreign policy. The method of instruction combines lectures by recognized national and international experts, seminar discussion, selected topical reading, and visits to various agencies and the Congress.

### III. DURATION AND QUALIFICATIONS

It is a three-week seminar with up to 60 participants in attendance. It occurs six times during the course of the calendar year--January, March, May, July, September, and November. Qualifications for attendance are to be an officer from a U.S. government agency in the international relations field with rank of FSO-3 and above, Lt. Colonel and above, Commander and above, or GS-14 and above. Any questions regarding the Foreign Affairs Executive Seminar may be addressed to the offices of the Chairman or Deputy Chairman, Foreign Affairs Executive Seminar, Foreign Service Institute, Department of State (SA-15), Washington, D.C. 20520 or telephone (Area Code 703) 235-9276, 9271, or 9252.

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TO	NAME AND ADDRESS	DATE	INITIALS
1	[REDACTED]	1/17	[Signature]
2			
3	<u>Mr. Blake</u>		
4			
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ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
<b>Remarks:</b> Mr Blake & Mr Brauman briefed 1/17/74. [Signature]			
<b>FOLD HERE TO RETURN TO SENDER</b>			
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3	Mr. Blake	1 FEB 1974	[initials]		
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5	Mr. Braumman	4 FEB 1974	[initials]		
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<b>Remarks:</b> The attached memo goes into some detail, but I feel it is appropriate under the circumstances. Recommend your signature.					
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ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
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CONCURRENCE		INFORMATION	SIGNATURE
<b>Remarks:</b>  Much of the information in the proposed response to the Director is a synthesis of background material exchanged between OTR, DDS and Mr. Colby in the latter part of 1972. This documentation was not included as an attachment because it is very voluminous. We will, however, forward it if you so desire.  There is attached for your information the latest FAES schedule, course syllabus, and the Seminar objectives.			
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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Foreign Affairs Executive Seminar

FROM: <b>STATINTL</b> Deputy Chief, Western Europe Div.		EXTENSION	NO. <b>NR-9493</b>	
			DATE <b>21 November 1973</b>	
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. <b>STATINTL</b> [Redacted]	<i>21 Nov</i>	<i>21 Nov</i>	<i>JB</i>	1. FYI
2.				
3. <b>STATINTL</b> [Redacted]			<i>RL</i>	3. FYI
4.				
5. <b>STATINTL</b> [Redacted]			<i>X</i>	5. Per your request
6.				
7. <i>Mr C/K</i>	<i>11/23</i>	<i>1/15/74</i>		<i>Carla's notes on the Foreign Affairs Ex. Seminar. An excellent memo - about the best three-week sabbatical I know of - Do we get out of it what we could, &amp; should? -</i>
8. <i>DDM+S</i>				
9. <i>cc S/Mgt Comm</i>				
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